



Leon LEADS

A Structure for Success

**PEOPLE FOCUSED.
PERFORMANCE DRIVEN.**



OUR VALUE PROPOSITION

What You Get as a Taxpayer and a Stakeholder in our Community – Leon County government leverages partnerships, embraces efficiency and innovation, and demands performance to the benefit of our taxpayers. We actively engage our citizens, not only as taxpayers, but as stakeholders and co-creators of our community – providing meaningful opportunities to capitalize on their talents in making important decisions and shaping our community for future generations.

A CULTURE OF PERFORMANCE AND COMMUNITY RELEVANCE

The following framework for Leon LEADS guides us in our transformational efforts and strategic implementation of Leon County’s organizational culture, a culture of performance and community relevance that is “People Focused. Performance Driven.” Leon LEADS is essential to successfully carrying out the County Commission’s vision and strategic priorities, amid unprecedented challenges and ever-changing conditions. Leon LEADS will enable Leon County to continue to lead as a 21st century county government which is in a constant state of becoming the highest performing organization we can be, while conveying greater relevance and delivering more value in all the ways that county government touches the lives of our citizens.

“3 PILLARS” - PEOPLE, PERFORMANCE & PLACE

To sustain our culture and realize our full organizational, political and fiscal capacity requires consistency in our daily actions, as representatives of Leon County government, in demonstrating our focus on People, Performance and Place.

- **People** – Respecting, Engaging, Empowering Citizens and Employees
- **Performance** – Delivering Results, Exceeding Expectations, Demonstrating Value
- **Place** – Creating Opportunity, Attracting Talent, Promoting Livability and Sustainability

TRANSFORMATIONAL STRATEGY

Leon LEADS is not a management philosophy, or a planning exercise, but a strategic transformational approach of aligning the Board’s guiding vision and strategic priorities, with the optimized resources of the organization, while instilling our people focused, performance driven culture throughout the organization. Leon LEADS is a continuous process by which Leon County government looks inward to strengthen what works and abandon what does not; looks outward to receive feedback from citizens and leverage partnerships; and to adjust as conditions change.

LEON LEADS ACHIEVES RELEVANCE AND RESULTS BY:

- Demonstrating performance and results
- Promoting transparency, accountability and accessibility
- Partnering with our community and empowering citizens
- Connecting with citizens who see us as responsible stewards of our community resources

LEON LEADS OPTIMIZES RESOURCES AND PERFORMANCE BY:

Providing a structure which reinforces our culture and creates an environment for employees to succeed by:

- **Instilling** our culture throughout the organization with our core values and core practices as our drivers
- **Aligning** the key strategic processes (vision, mission, strategic priorities, strategic initiatives, business plans, program evaluations, employee evaluations, and reporting)
- **Measuring** results (not activity) and benchmarking performance
- **Embracing** innovation and technology
- **Empowering** employees and encouraging a vigorous competition of ideas



LEON LEADS BEGINS WITH THE VISION OF THE BOARD OF COUNTY COMMISSIONERS

The following sets the framework for Leon LEADS, which enables the entire organization to move forward in a strategic, definitive, aligned manner.

ESTABLISHED BY THE BOARD AND AFFIRMED OR AMENDED AT ITS ANNUAL BOARD RETREAT:

Vision Statement – What the future of Leon County should be, in an ideal state.

Leon County's Vision Statement

As home to Florida's capitol, Leon County is a welcoming, diverse, healthy, and vibrant community, recognized as a great place to live, work and raise a family. Residents and visitors alike enjoy the stunning beauty of the unspoiled natural environment and a rich array of educational, recreational, cultural and social offerings for people of all ages. Leon County government is a responsible steward of the community's precious resources, the catalyst for engaging citizens, community, business and regional partners, and a provider of efficient services, which balance economic, environmental, and quality of life goals.

Core Values – These are the guiding principles that form the foundation on which we perform work and conduct ourselves as an organization. The values embody how Leon County Government and its people are expected to operate, thereby guiding its accomplishments through appropriate manners.

Leon County's Core Values

We are unalterably committed to demonstrating and being accountable for the following core organizational values, which form the foundation for our people focused, performance driven culture:

<i>Service</i>	<i>Collaboration</i>
<i>Relevance</i>	<i>Stewardship</i>
<i>Integrity</i>	<i>Performance</i>
<i>Accountability</i>	<i>Transparency</i>
<i>Respect</i>	<i>Vision</i>



Strategic Priorities – These are the vital strategic issues or topics that need to be successfully addressed if the County is to move forward to its stated vision. These are high-level “guiding vision” statements that articulate long-term priorities in order to focus effort, resources and performance. The Board revisits these priorities annually to evaluate progress and refine efforts if necessary.

Leon County’s Strategic Priorities

Strategic Priority - Economy - *To be an effective leader and a reliable partner in our continuous efforts to make Leon County a place which attracts talent, to grow and diversify our local economy, and to realize our full economic competitiveness in a global economy. (EC)*

- ▶ *(EC1) - Integrate infrastructure, transportation, redevelopment opportunities and community planning to create the sense of place which attracts talent. (2012)*
- ▶ *(EC2) - Support business expansion and job creation, including: the implementation of the Leon County 2012 Job Creation Action Plan, to include evaluating the small business credit program. (2012)*
- ▶ *(EC3) - Strengthen our partnerships with our institutions of higher learning to encourage entrepreneurship and increase technology transfer and commercialization opportunities, including: the Leon County Research and Development Authority and Innovation Park. (2012)*
- ▶ *(EC4) - Grow our tourism economy, its economic impact and the jobs it supports, including: being a regional hub for sports and cultural activities. (2012)*
- ▶ *(EC5) - Focus resources to assist local veterans, especially those returning from tours of duty, in employment and job training opportunities through the efforts of County government and local partners. (2012)*
- ▶ *(EC6) - Ensure the provision of the most basic services to our citizens most in need so that we have a “ready workforce.” (2012)*
- ▶ *(EC7) - Promote the local economy by protecting jobs and identifying local purchasing, contracting and hiring opportunities. (2013)*

Strategic Priority - Environment - *To be a responsible steward of our precious natural resources in our continuous efforts to make Leon County a place which values our environment and natural beauty as a vital component of our community’s health, economic strength and social offerings. (EN)*

- ▶ *(EN1) - Protect our water supply, conserve environmentally sensitive lands, safeguard the health of our natural ecosystems, and protect our water quality, including the Floridan Aquifer, from local and upstream pollution. (rev. 2013)*
- ▶ *(EN2) - Promote orderly growth which protects our environment, preserves our charm, maximizes public investment, and stimulates better and more sustainable economic returns. (2012)*
- ▶ *(EN3) - Educate citizens and partner with community organizations to promote sustainable practices. (2012)*
- ▶ *(EN4) - Reduce our carbon footprint, realize energy efficiencies, and be a catalyst for renewable energy, including: solar. (2012)*



Strategic Priority - Quality of Life - To be a provider of essential services in our continuous efforts to make Leon County a place where people are healthy, safe, and connected to their community. (Q)

- ▶ (Q1) - Maintain and enhance our recreational offerings associated with parks and greenway system for our families, visitors and residents. (rev. 2013)
- ▶ (Q2) - Provide essential public safety infrastructure and services which ensure the safety of the entire community. (2012)
- ▶ (Q3) - Maintain and further develop programs and partnerships necessary to support and promote a healthier community, including: access to health care and community-based human services. (rev. 2013)
- ▶ (Q4) - Enhance and support amenities that provide social offerings for residents and visitors of all ages. (rev. 2013)
- ▶ (Q5) - Create senses of place in our rural areas through programs, planning and infrastructure, phasing in appropriate areas to encourage connectedness. (2012)
- ▶ (Q6) - Support the preservation of strong neighborhoods through appropriate community planning, land use regulations, and high quality provision of services. (2012)
- ▶ (Q7) - Further create connectedness and livability through supporting human scale infrastructure and development, including: enhancing our multimodal districts. (2012)
- ▶ (Q8) - Maintain and enhance our educational and recreational offerings associated with our library system, inspiring a love of reading and lives of learning. (2013)
- ▶ (Q9) - Support the development of stormwater retention ponds that are aesthetically pleasing to the public and located in a manner that protects strong neighborhoods. (2013)

Strategic Priority - Governance - To be a model local government which our citizens trust and to which other local governments aspire. (G)

- ▶ (G1) - Sustain a culture of transparency, accessibility, accountability, civility, and the highest standards of public service. (rev. 2013)
- ▶ (G2) - Sustain a culture of performance, and deliver effective, efficient services that exceed expectations and demonstrate value. (2012)
- ▶ (G3) - Sustain a culture that respects, engages, and empowers citizens in important decisions facing the community. (2012)
- ▶ (G4) - Retain and attract a highly skilled, diverse and innovative County workforce, which exemplifies the County's Core Practices. (2012)
- ▶ (G5) - Exercise responsible stewardship of County resources, sound financial management, and ensure that the provision of services and community enhancements are done in a fair and equitable manner. (2012)



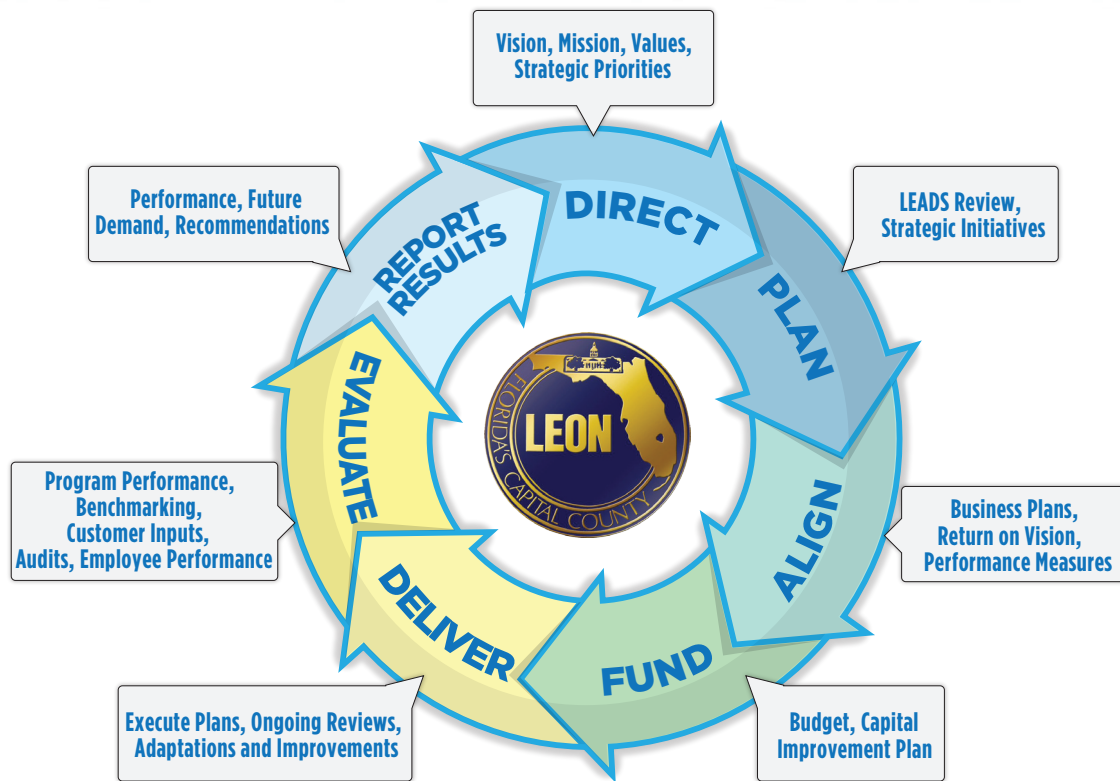
DEVELOPED AND CARRIED OUT BY STAFF:

Strategic Initiatives	The County Administrator ensures the development of strategies or actions to move the County forward in its achievement of the Board's strategic priorities, which may be new or continued from prior years. Proposed strategic initiatives are identified by the Board and staff, and presented to the Board for finalization and approval.
Business Plans	Each responsible organizational unit within County government develop a business plan, prepared as part of the budget process, which identifies departmental roles in carrying out the strategic initiatives, desired outcomes, benchmark measures, and performance measures aligned with desired outcomes. A leadership team reviews the business plans to gain borrowed perspective, eliminate silos and determine Return on Vision (ROV).
LEADS Review	Throughout the organization, we take "an honest look in the mirror" to gain perspective on performance, and factors that affect performance, through the assessment of organizational metrics, progress on current strategies, customer and employee "voices", technologies, strengths, weaknesses, opportunities and threats.
Performance Monitoring and Evaluation	Organizational success is monitored against desired outcomes and benchmark measures. Employee appraisals include an assessment of behavioral alignment with core practices.
Performance Improvement	Progress is evaluated through a leadership team approach, with adaptations and the realignment of resources made when appropriate. Employees at all levels are encouraged to identify areas for improvement and to participate in operational improvement teams.
Reporting	Annual performance, financial and State of the County reports are presented to the Board and to the public.
Core Practices	Leon County employees are committed to the following workplace practices, which set the stage for the desired workplace culture, and put our core values in action.

Leon County's Core Practices

- **Delivering the "Wow" factor in Customer Service.** *Employees deliver exemplary service with pride, passion and determination; anticipating and solving problems in "real time" and exceeding customer expectations. Customers know that they are the reason we are here.*
- **Connecting with Citizens.** *Employees go beyond customer service to community relevance, engaging citizens as stakeholders in the community's success. Citizens know that they are part of the bigger cause.*
- **Demonstrating Highest Standards of Public Service.** *Employees adhere to the highest standards of ethical behavior, avoid circumstances that create even an appearance of impropriety and carry out the public's business in a manner which upholds the public trust. Citizens know that we are on their side.*
- **Accepting Accountability.** *Employees are individually and collectively accountable for their performance, adapt to changing conditions and relentlessly pursue excellence beyond the current standard, while maintaining our core values.*
- **Exhibiting Respect.** *Employees exercise respect for citizens, community partners and each other.*
- **Employing Team Approach.** *Employees work together to produce bigger and better ideas to seize the opportunities and to address the problems which face our community.*
- **Exercising Responsible Stewardship of the Community's Resources.** *Employees engage in the continuous effort to create and sustain a place which attracts talent, fosters economic opportunity and offers an unmatched quality of life, demonstrating performance, value and results for our citizenry.*
- **Living our "People Focused, Performance Driven" Culture.** *Employees have a structure in place to live all of this as our organizational culture and are empowered to help the people they serve.*

ALIGN AND INTEGRATE TO LEAD



LEAD WITH STRATEGIC AND SMART TEAMS

Citizens want their tax dollars spent wisely, efficiently and effectively, and to that end, LEAD Teams are an essential component of our performance driven culture, and are a basic component of transforming an organization's culture. Effective teams bring complimentary skills and experiences together, they build trust and understanding, and they bridge operations and agencies. Effective teams must be committed to a common purpose, performance goals and approach for which they hold themselves accountable. Just as sports teams are formed to win games, our LEAD Teams will be formed to accomplish strategic initiatives and improve operational performance.

LEAD Strategically – Strategy teams are formed to accomplish strategic initiatives in a responsive timeframe. Success requires teamwork, coordination, and integration across structural boundaries.

We hold department and cross department accountability meetings around the strategic initiatives to assess progress and to ensure collaboration and accountability for achieving the desired outcomes. These meetings are used to improve performance, planning and decision making; to better allocate resources; and to identify the need for strategic initiative teams.

LEAD Smart – Smart teams are formed, as needed, to achieve operational improvements with one or more of the following desired effects:

1. Improve Customer Service
2. Increase Employee Productivity
3. Promote Employee Wellness
4. Ensure Employee Accountability
5. Provide Rapid Response
6. Improve Operational Safety and/or Reliability
7. Improve Energy Efficiency or Other Sustainable Practices



County Administrator's Strategic Intent - The County Administrator's Strategic Intent provides clarity, focus, and inspiration to guide the collective efforts of Leon County employees in achieving the vision of the Leon County Board of County Commissioners and fulfilling our obligations to our community.

County Administrator's Strategic Intent

In every way that Leon County government touches the lives of our citizens and shapes our community we will do so in a way which demonstrates our belief that our community and our citizens are worth caring about, worth investing in and worth our best efforts as responsible stewards and responsive providers of high quality services. We will be in a constant state of becoming the highest performing organization we can be and will do so in a way which always upholds our values and instills not only the public trust, but conveys a true sense of relevance for what we do on the behalf of, and alongside of, citizens. We will be the standard for promoting transparency, accessibility, accountability and engaging citizens, employees and community partners in important decisions facing our community, as well as creating and sustaining a place which attracts talent, fosters economic opportunity and offers an unmatched quality of life. Through living our people focused, performance driven culture, we will be a model 21st century county government that our citizens believe in and others benchmark against.

THE PERSISTENCE OF THIS VISION AND LIVING OUR CULTURE THROUGH OUR CORE PRACTICES WILL LEAD TO THE FOLLOWING RESULTS:

- **Citizens** are empowered, engaged and have a sense of community. They feel that County government is on their side, that decisions are made equitably and that their voice is heard. They feel respected and believe that county officials are responsible stewards of the community's resources.
- **County Commissioners** are continually growing in their confidence that County staff and the organization have the capacity to carry out the Board's vision on the behalf of citizens. They are prepared, receiving timely, accurate and complete information and analysis upon which to make the best policy decisions. They recognize that County employees, at all levels, are innovative problem solvers who respect the will of the Board and are committed to exceeding the highest expectations of customer service.
- **County Employees** fully embrace and live by our core practices, and enhance our people focused, performance driven organizational culture. County employees demonstrate pride in their work and in their community, always strive to improve levels of service and performance, and are empowered to help the people they serve.
- **The Leon County Organization** has the continuously increasing political and fiscal capacity to pursue bold opportunities and weather difficult challenges.